



COMAP REPORT

DEPOSITORY DOCUMENT

The Governor's Commission on Management and Productivity

April 3, 1995

The issues that public servants deal with are significant. Important issues such as clean water, safe food, and protection from crime affect all of our lives. Public managers contribute their personal effort and resources to achieving the best results for citizens.

*The goal ... is
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for citizens.*

With this important work at stake, the challenges faced by the COMAP Implementation Management Teams are great. The goal of the teams is maximum government accountability with the best possible results for citizens. The strategic planning process proposed by COMAP will support achievement of the desired future condition and will improve the basis for setting priorities and allocating resources among the state agencies.

Measuring results and improving service are keys to successful state programs. COMAP's customer service proposal involves employees at all levels to ensure the best possible performance measurement. This continuous improvement process is the method by which state agencies can assure citizens that they are accountable and responsive.

Giving state employees the flexibility to improve their work involves many issues. The administration of employee benefit programs is an effort of COMAP because it determines the quality and focus of the workforce. The flexible benefit plan being developed will allow employees to customize their benefit selection, maximize equity in benefits among state employees, and deliver benefits to state employees in the most cost-effective manner possible.

By improving processes, we can make our workplace safer, cut costs, and provide savings to the taxpayer. Other COMAP initiatives that involve more aggressive fiscal responsibility are increased efficiency through the use of technology and the streamlining of internal operations, such as consolidation of computer centers, print shops, and warehouses.

Making government more responsive and accountable benefits all Missourians. These COMAP initiatives will provide solutions for our children, rather than more problems. Many thanks are due to the hard working people who have made this effort possible.

Automation

Chief Information Officer

Bids for a Chief Information Officer (CIO) were opened on February 24. Five bids were received. Viable candidates will be submitted to the

Governor's Office for the final selection as soon as possible. The Chief Information Officer will be responsible for developing a statewide information technology strategic plan, and overseeing the data center and data network consolidation projects.

Data Center Consolidation

A detail base review by the House, Senate, and Budget and Planning is scheduled after the current budget cycle. Detail data for the six data centers will be collected prior to that time. The six data centers are developing a plan for collecting that data. Decisions regarding consolidation will be made after the detail base review is complete.

Data Network Consolidation

The costs and benefits of data network consolidation for a test county are being documented. Information is being collected from vendors regarding technical options for consolidation. This information will be given to the CIO for coordination of the next steps.

Efficient Operations

Merit System Review

A COMAP order was issued on March 22 by the Governor that creates a Merit System Review Team. This group of people will review the merit system and present a proposal for any changes to the Governor by November 1995.

Consolidations

Detail base reviews have been scheduled after this budget cycle for print shops, postal facilities, and warehouses. The Office of Administration has provided staff that have begun data collection. Decisions regarding consolidations will be made after the detail base reviews are complete.

Procurement

Legislation that includes all task force recommendations for modernizing the procurement process is moving through the House and the Senate. Modifications to the automated procurement system are being designed with funding for implementation to be available on July 1. The electronic bulletin board for the posting of procurement information is in the process of being implemented.

Job Application Database

A budget request to provide a central database for employment applications with access by all state departments was submitted. Funding would be available on July 1 to implement this recommendation.

Fiscal Policy

Statewide Safety Program

An order was issued on March 22 by the Governor creating a State Safety Steering Committee. Each department in the executive branch should strive to provide and maintain a safe and healthful environment for its employees by implementing appropriate safety standards. A letter will be sent to each department in April requesting that a Department Safety Coordinator be designated.

Investment Policy

Legislation was filed in the House and the Senate to extend maturities and expand the types of securities in which the State Treasurer's Office is allowed to invest. This would allow the state to increase its interest income. This statute change would become effective after the constitutional amendment is passed in the November, 1996 election.

Maintenance and Repair

Legislation was filed in the House and the Senate to create a constitutional Facilities Maintenance Reserve Fund for use in maintaining, repairing, and renovating state facilities. A percentage of general revenue collections would be transferred to the fund each fiscal year.

Management Improvement and Customer Service

Service Improvement Process

A COMAP order creating an Excellence in Customer Service Oversight Team was issued on March 22. This order will also create the Office of Excellence in Customer Service, reporting to the Oversight Team. Space for the individuals

has been prepared. The Office will determine the initial state agencies for customer focus.

Elimination of Boards and Commissions

The legislation for eliminating non-functioning boards and commissions was filed in the House and the Senate.

Performance Appraisals

Members of the Management Improvement, Workforce, and Efficient Operations teams have joined to develop a process for performance appraisals that meets the needs of varied agency requirements. A proposal for a revised process will be completed in May.

Career Development and Training

Agencies will be consulted in order to establish a comprehensive career development and training program, that includes new employee orientation.

Organizational Planning

Strategic Planning Process

The departmental strategic plans are to be based on a statewide vision and mission. A vision has been developed with input from the Governor, his Cabinet, and legislative leadership (see back page). A planning model has been developed by the implementation team that will be used by all departments in their integrated strategic planning process. A COMAP order was issued by the Governor on March 22 that creates the Missouri Interagency Planning Council. These council members will provide leadership in implementing the integrated strategic planning process in the executive branch and coordinate with the legislature to ensure the strategic plan is the basis for appropriation requests by state agencies.

Performance-based Budgeting Process

The strategic planning model developed by the implementation team places emphasis on performance standards and measures. Discussions are being held with the development team of a new automated budget system to ensure that the new system accommodates performance standards as outlined by the COMAP task force.

Workforce

Total Compensation Policy

The chairmen of the COMAP Oversight Committee will make an educational presentation to the House Budget Committee and the Senate Appropriations Committee to identify issues with the approach currently used to allocate resources to the compensation issues of salaries, medical benefits and retirement. A recommendation for addressing this issue will be presented to the Legislative body.

Flexible Benefits

Bills were filed in the House and the Senate that would require the Office of Administration to develop and administer a flexible benefits program for all state departments. This plan would be developed over the next fiscal year with input from all departments and the General Assembly.

Consolidated Benefits Statement

Discussion will be held with the Office of Administration and Missouri State Employees Retirement System (MOSERS) to decide how the benefit statements that is provided to state employees can be expanded to reflect specific individual information, as well as aggregate information, on how much the state invests on behalf of state employees.

Affirmative Action

Affirmative action plans have been filed by all executive branch departments with the state Equal Employment Opportunity Office. A budget request has been submitted to automate the filing and updating of affirmative action plans, contract for statistical data gathering and research, and improve recruitment efforts.

Mid-Point Based Salary System

Meetings will be held with each of the Executive Department Directors to gather information on what a successful mid-point based salary system should include. This information will be used in addressing the Total Compensation issue for state employees.

**COMMISSION ON MANAGEMENT
AND PRODUCTIVITY (COMAP)**

350 Truman Building

P.O. Box 809

Jefferson City, MO 65102

TO:

Missouri Vision Statement

Missouri will be a statewide community, in which state government encourages and supports the pursuit of dreams, security, justice, and opportunity, while working to protect individual rights and freedoms.

Missouri state government shall work with its proud citizens to offer the best quality of life, including:

- health, safety, and needed support;
- world-class schools that lead to good jobs;
- good homes in vibrant towns and neighborhoods;
- a vigorous economy;
- a productive and respected natural environment; and
- the opportunity to succeed.

Missouri state government will be more accountable to Missouri citizens, putting people before bureaucracy. We will rely on integrity, effectiveness, and common sense to exceed the public's expectations of responsiveness and excellence, and provide value and dividends for every dollar invested. The measure of success will be results for our customers.

Missouri state government, in partnership with private citizens, will move forward with confidence and hope, staking out a successful and secure future.

**The COMAP REPORT is a publication to keep state government employees informed. For more information, contact Project Director, Carolyn Kampeter or send any suggestions or questions to:
COMAP, 350 Truman Building, P.O. Box 809, Jefferson City, MO 65102 Phone: 314-751-8639 Fax: 314-751-7181**